

A STUDY ON KNOWLEDGE MANAGEMENT PRACTISES AND ITS CHALLENGES AMONG THE BLOMMING COMPANIES

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ABSTRACT

Traditional departments can serve as guardians of standards, but where the work gets done will not be possible. In words of Nonaka, "In an economy where the only certainty is uncertainty, the only source of lasting competitive advantage is knowledge. Successful companies are those that consistently create knowledge. In the knowledge - based view of the firm, an organisation's ability to create knowledge is a source of competitive advantage (Conner and Prahalad 1996). A theoretical study of knowledge management and its challenges and how this practice is done among the start-up firms is examined. A survey among 60 members of an e-commercial firm was conducted. Information when used wisely in the right time and at right place that becomes knowledge, and creating that is a work of learning and experience, how is that being done by the organisation, the challenges faced by them is the objective of the study. Appropriate statistical tools were implemented to study the practices that stand effective.

KEYWORDS: Knowledge Management, Learning Organisation, Knowledge Process & Challenges in Business Start-Ups

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INTRODUCTION

Information Technology has brought in tremendous changes in business enterprises, but what kind of transformation is required by the companies would be hard to decipher. Traditional departments can serve as guardians of standards, but where the work gets done will not be possible. The best thing about the large and successful information-based organisations is; that they have no middle management at all. They require clear, simple, and common objective that transforms into particular actions; to remain competitive or to even survive they will have to convert themselves into organisations of knowledgeable specialists. As in words of Nonaka "In an economy where the only certainty is uncertainty, the only source of lasting competitive advantage is knowledge. Successful companies are those that consistently create new knowledge, disseminate it widely throughout the organisation, and embody it in new technologies and products".

According to the knowledge - based view of the firm, an organisation's ability to create knowledge is a source of competitive advantage (Conner and Prahalad 1996, Grant 1996, Kogut and Zander 1992, Spender 1996, Tsoukas 1996). Being in an era of knowledge -intensive and highly competitive industries, learning is critical to success, not only should they learn new technologies to stay ahead for a product perspective, but they are to learn new business processes and the ways to manage them that help them stay profitable. Here time turns out to be another precious commodity, wherein formal structured learning activities are impossible and rather learning through job experimentation, trial and error, and curiosity could be the "right ways" of doing things like by means

of daily interaction with colleagues, clients and partners. Having this in mind lets identify the ways of creating knowledge practiced by the firms that which newly bloom into the market.

LITERATURE REVIEW

Knowledge creation is a process that sets path on generating new ideas or objects through the ideas and actions undertaken (Mitchell and Boyle, 2010). From managerial procedure to products or services to technological innovations, it is the company's capability to build new ideas and solutions related to various dimensions of organisational activities (Nonaka1991, Cuervo-Cazurra 2004).

Any organisation that dynamically deals with a changing environment ought not only to process information efficiently, but also create information and knowledge. (Nonaka 1994).

In the creation and acquisition phase of the Knowledge Management Life Cycle, information is created or acquired internally by knowledge workers, externally through outsourcing, or purchased from an outside source, and the mechanisms for this phase including self-reporting, documentation, program, instrumentation, network, knowledge engineering (Bergeron, 2003).

The arrangements for the development of self- transcending knowledge in order to cultivate new insights and to promote innovation at all the levels are being done by the knowledge creating organisations. (Scharmer 2001).

NEED FOR THE STUDY

Any successful organisation must follow a culture that fosters learning and that creates knowledge. In the era of transformation, automation and competitions all around, how is that a blooming company works upon its knowledge and how is that created? This is what the researcher is trying to bring out. Hence, the creation of knowledge stands potential among the processes of knowledge management and how the new start-ups create them, also the challenges faced by them is concentrated for the study.

OBJECTIVE

- To examine the ways of creating knowledge and its effectiveness in any start-up e-commercial firm.
- To identify the challenges on poor management of knowledge.

RESEARCH METHODOLOGY

The researcher has adopted the descriptive design for the study, and conducted a pilot study to find out the feasibility for the research. The study was held in an e-commercial start-up firm in Chennai. The researcher had used questionnaire method for collecting the data's and the sample size for the study was 60 respondents. Simple random sampling was adopted. The data were analysed and interpreted to study the measures undertaken by the start-ups to create knowledge and its effectiveness.

DATA INTERPRETATION AND SUGGESTION

The awareness of the employees about the management of knowledge was discussed and majority of them were aware of it, but they consider it just a management fad, and so there arises a need to enhance the use and need for knowledge management to be made a requirement for any organisation for the sustainability. Employees of the entire hierarchy is to

be made part of this knowledge management practises, which was highly recommended by the researcher, as he finds that to be most effective for the success of any beginners in the market, as the intellectual capital stands to be the most essential part of any organisation.

Chi-Square Test

The concept of Peter Senge of learning organisation: he insists that organisational learning is comparatively different from that of learning organisation. Organisational learning is that part of being known about the organisation itself their culture and procedures but learning organisation is that, which induces its employees to collect and feed new ideas and ideologies that benefit the organisation for its sustainability and innovations in the era of transformation of industrial technologies.

H₀: There is no significant relationship among the learning organisation concept with that of the work experience.

H_a: There is significant relationship among the learning organisation concept with that of the work experience.

Table 1: Employee Work Experience * Learning Organisation Cross Tabulation

Count				
		Learning Organisation		Total
		Strongly Agree	Agree	
empl exp here	1	1	7	8
	2	11	12	23
	3	5	5	10
	4	5	14	19
Total		22	38	60

Table 2: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.888 ^a	3	.180
Likelihood Ratio	5.226	3	.156
Linear-by-Linear Association	.028	1	.867
N of Valid Cases	60		

The work experience of the employees: the overall working experience and the years working in the firm considered for the study, that is the start-up firm was checked and all the employees, be it people with working experience of more than 10 years and the people who are just into profession, both had the opinion that the organisations are to have a flow of information day-to day, which updates their skills with the improvement in the technology. The learning organisation is the need of the hour, as we are in the era of transformation and automation, where robotics can replace the human potential; it is a necessity for the employees to be aware of all the artificial intelligence.

ANOVA

H₀: There is no significant difference with the employee work experience with that of the opinion of KM in entrepreneurship.

H_a: There is significant difference in the employee work experience with that of the opinion about KM in entrepreneurship.

Table 3: Test of Homogeneity of Variances

Market knowledge			
Levene Statistic	df1	df2	Sig.
.801	2	57	.454

Table 4: ANOVA

Neglecting the Market Knowledge					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.344	2	.172	.676	.512
Within Groups	14.506	57	.254		
Total	14.850	59			

Post Hoc Tests

Table 5: Robust Tests of Equality of Means

	Statistic ^a	df1	df2	Sig.
Welch	.624	2	14.253	.550
Brown-Forsythe	.664	2	20.605	.525

The test of variance shows the significance of .512 and the levene statistic with significance of .454, here the variance proves that when market knowledge is being neglected, it can definitely affect the success factor of the firm, and there is no much difference in the experience gained to understand that, market knowledge is a pivotal aspect to consider.

The demographics were considered to check the importance of getting the market knowledge before entering into any entrepreneurship, and it all proved out to explain that proper knowledge about the market conditions are to be studied, before leaping to start a business.

Work Experience vs Learning Organisation

H₀: There is no significant difference with the employee work experience with that of the concept of learning organisation

H_a: There is significant difference in the employee work experience with that of the concept of learning organisation

Table 6: Work Experience

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.592	1	1.592	3.754	.058
Within Groups	24.592	58	.424		
Total	26.183	59			

At 5% level of significance, the value 0.058 exclaims that there is no significant difference with the learning organisation concept and the experience of working. Employees are along with the statement that being a learning organisation is the most essential for entrepreneurship and there is no difference in their ideas.

FINDINGS

Profile of the Respondents

In the study, majority of the respondents (75%) were male fell in the age group of (20-30) about 52.6%. Nearly 51% of the respondents are post graduates, and majority 52% of the respondents had work experience of about 3-6 years in the field. The firm taken for the study had come into market for 5 years now, and majority of the employees i.e. 56% had experience of 1-3 years in this firm and 61.7% of them were in the analyst level.

Response to Knowledge Management

Majority of the respondents were of the opinion that knowledge management should not be considered as a responsibility of the management, all the employees together with proper engagement in the organisation should work for the sustainability and each of them are to be considered as part of the organisation by the management. Employees are to be given space to share their intelligence, and their mistakes should be accepted for, it can turn out to be a path to learn and bring in more transformation in their culture of working.

Satisfaction Level

Assumption: there is relation with the knowledge practises and the entrepreneurial sustainability.

Majority of (62.7%) respondents have strongly agreed to the factor that knowledge sharing is one among the most effective strategic activities in start-ups. Knowledge creation can be done with proper collaboration with the clients, customers and experts that created knowledge is to be shared and transferred among the employees in all the levels, as per their requirements and developments in the projects.

The majority (78.3%) of the respondents had agreed that transforming themselves as learning organisation plays a vital role in sustainability of entrepreneurship, also majority (82.4%) strongly agreed to factors such as neglecting market knowledge, not seeking proper expert advice, poor knowledge among the co-founders, poor communication channels, not considering the intelligence capital, all these factors turn out to be obstacles to market substantiality and hence continuous learning and studies towards innovation is to be made a job requirement.

Suggestions

Knowledge management practises definitely play a pivotal role in the life span of the business. When it comes to new entrepreneurs along with proper culture and learning, the strong willingness to push beyond the comfort zone, the eagerness to compete, motivational factors among employees, employee engagement are to be noticed. TOI: a study based on the willingness to work depends on the behaviour of the managers - bossy managers can deviate the employees from engaging themselves in their targets. Employees are to be made a part of the management, everyone are to be given chance to make their choice and opinion, let them make mistakes- tell them it's okay and impart the intelligence that is required to rectify and learn from their mistakes. All such statements take us back to the necessity of knowledge management- the strategies and enablers of knowledge.

CONCLUSIONS

Knowledge management – the knowledge by itself is powerful and valuable, but it has to be reused and shared and the knowledge that is not shared is almost worthless. A good recognition system could be to reward the behaviours that are created in order to share and reuse it. One among the challenges that employees insist to knowledge sharing is fear, help them overcome all the objections for which a positive culture is required. Though start-ups have scarcity in human and financial resources, they are able to overcome the barriers by spread of knowledge management, and the technological innovations are making it cheaper and easier to use the knowledge tools to overcome the obstacles. The empirical analysis reveals that the impact of using KM practises in start-ups improves the performance and brings the sustainable growth in the market also enhancing economical, financial and technological performance..

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AUTHOR PROFILE



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